

**To:** Metrolinx Board of Directors

**From:** Martin Gallagher  
*Chief Operating and Safety Officer (GO & UP)*

**Re:** **Operations (GO & UP) Quarterly Report (FY 2024 / 2025 Q1)**

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## **Executive Summary**

In Q1, demand for our services continued to grow with a 28.9 per cent increase in ridership compared to last year's Q1 figures, rising from 13.4 million to 17.3 million.

In April 2024, Metrolinx implemented the largest rail service change in the past decade to better align with customer needs and to continue to drive increased ridership. Compared to pre-pandemic levels, GO Rail service has recovered to 97 per cent from 2019, while our GO Bus ridership has surpassed pre-pandemic figures, reaching 112 per cent as of July 2024.

Concluding Q1, the transition to ONxpress Operations Inc. (OOI) achieved a readiness score of 66.53 per cent, progressing towards assumption by January 1, 2025. The ongoing collaboration between OOI and Metrolinx is fundamental as we prepare to transition rail operations and maintenance to OOI, marking a key milestone in Metrolinx's major transformation.

We continue to work towards achieving milestones in line with our strategic objectives. In Q1, On-Time Performance (OTP) for GO Rail, GO Bus, and UP Express exceeded all performance targets. Our dedication to delivering safe and reliable service, enhancing customer satisfaction, and improving the overall experience is demonstrated by a record-high Customer Satisfaction (CSAT) score for GO Bus.

Alongside this, progress towards our strategic safety objectives is on track. The Lost Time Injury Frequency Rate (LTIFR) stands well below and achieves the corporate target, and the incidents of violence and arrests on the network have continued to decrease, with improvements measured by a new metric, per million customer journeys. Continuous improvement initiatives are underway in collaboration with Engineering and Asset Management, Track Maintenance, and Capital Project Groups to achieve a 50 per cent reduction in rule and procedural violations. Safety remains a top priority and a key factor in enhancing the customer experience, with high ratings in our CSAT survey.

## **Punctual, Reliable Train and Bus Services**

Metrolinx continues to achieve all three On-Time Performance (OTP) targets for the 12-month Moving Annual Average (MAA). GO Rail MAA achieved 96.9 per cent, against the target of 95 per cent, delivering the highest first-quarter OTP performance while accommodating 11,268 workblocks in the rail corridor and increased ridership. GO Bus MMA achieved a 96 per cent, against the target of 96 per cent. While there was a slight decrease in May and June due to highway congestion and construction, April exceeded expectations. Overall, significant progress is being made in supporting ridership demand and optimizing service. UP Express

has significantly surpassed its strategic objective, with strong reliability, effective crew and fleet management contributing to minimal delays, and service levels recovering to 99 per cent of pre-pandemic levels. The UP Express OTP MAA stands at 97.9 per cent, exceeding the 97 per cent target.

### **Increasing Customer Satisfaction**

In Q1, we remained focused on delivering safe and reliable service, enhancing customer satisfaction, and continuously improving the overall customer experience. GO Transit Q1 CSAT averaged at 85 per cent, exceeding the target of 84 per cent, with GO Rail at 86 per cent and GO Bus at 88 per cent. GO Bus showcased remarkable growth achieving a score of 90 per cent in June. UP Express Q1 CSAT averaged at 84 per cent against a target of 91 per cent.

At the start of the fiscal year, the largest GO Rail service expansion since 2013 was launched in response to increasing customer demand for reliability and frequency. Weekly rail trips were increased from 1,999 to 2,307 across the Lakeshore West, Lakeshore East, Kitchener, Stouffville, and Milton lines. To accommodate the rising demand for bikes and e-bikes, the bike policy was updated, and eight new bike coaches were added to the Kitchener and Niagara lines for summer service. Additionally, seasonal adjustments to GO Bus services and the reintroduction of "GO Explore" leisure trips received overwhelmingly positive feedback from customers.

While expanding service, Operations (GO&UP) managed 84 events in Q1. Our largest event kicking off the fiscal year on April 8<sup>th</sup>, Solar Eclipse, for which more than 300 employees were strategically deployed across the network. GO Rail and GO Bus transported an estimated 60,000 passengers to prime viewing locations in Niagara and Hamilton, alongside two major sporting events: the Blue Jays Home Opener and the Toronto Maple Leafs game. The service maintained a commendable safety record throughout the day, with no incidents reported.

The positive trend in GO Bus CSAT scores is driven by optimized service and ongoing customer service improvement initiatives, including increased frontline presence, facilitating faster and improved customer service, while efficiently utilizing additional resources to mitigate crowding and overloading. We introduced the GO Bus network map, and reinstalled seats—equivalent to adding 16 single-decker and 19 double-decker buses—to significantly enhance the overall customer experience.

Continuous improvement efforts for UP Express are centered on reducing overcrowding, enhancing the availability and accessibility of ticket vending machines (TVMs), upgrading station facilities, and improving onboard amenities. Key improvements include minimizing queuing at Union Station following fare payment, the addition of payment devices tailored to the customer journey, distinct branding for GO and UP Express devices, and optimized wayfinding and signage at Bloor Station. These efforts are designed to enhance communication consistency, streamline navigation, and elevate the overall customer experience while improving service quality across UP Express.

### **Keeping Our People Safe**

At the close of Q1, Metrolinx demonstrated strong performance against its safety objectives. There was a significant decrease in the all-parties Lost-Time Injury Frequency Rate (LTIFR) which concluded the quarter at 0.38, 62 per cent less than the previous fiscal year quarter and 24 per cent below the target. This highlights the positive safety culture and continued efforts of the construction safety department.

With a new metric for incidents of threats and violence, instances against customers have been trending downward throughout Q1. This can be attributed to the Station Safety Ambassador Program, and the deployment of existing CPS resources across the network, with a significant focus on Union Station. These measures have contributed to the reduction in incidents by providing a visible presence. As of June 2024, incidents of threats and violence against Metrolinx employees and customers are at 9.11 incidents per million customer journeys, below the target of 11.5.

A new strategic objective was established to reduce rule and procedural violations across the network: rail and fleet operations, rail construction and maintenance, and track protection. The focus for Q1 was on implementing corrective actions, including compliance audits and staff training, to ensure long-term improvement and enhanced operational compliance. To date, rail and fleet operations reported 23 violations out of a target of 78, rail construction and maintenance reported 10 out of a target of 17, and track protection violations reported 2 out of a target of 8. Increased scrutiny across all operational and delivery streams in the rail corridor is generating strong reporting, more investigations, and corrective action plans. This sharing of knowledge will help to build competence, reduce risk, and build a stronger safety culture.

Operations (GO & UP) remains committed to excellence and safety with a focus on enhancing the overall passenger experience.

Respectfully submitted,

Martin Gallagher  
*Chief Operating and Safety Officer (GO & UP)*